

Implementation

Goal of This Planning Element:

To develop a balanced, affordable solid waste management implementation strategy that supports the goals and meets the requirements of the Georgia Comprehensive Solid Waste Management Act.

This section provides an implementation strategy for relevant current solid waste management programs and future planned programs that were identified in each element of this Plan. The solid waste management programs in this Plan cover both the 10-year planning period and future programs that can be considered long-term solid waste management strategies. The first 5 years of the implementation strategy serve as the Short-Term Work Program. The second half of the implementation strategy consists of long-term strategies. Because these strategies are long-term, they will be monitored, assessed, and updated periodically to reflect changing issues and conditions in the City over the extended planning period. The City will review and update the Short- and Long-Term Work Programs each year as part of the annual review of the Comprehensive SWMP. The annual review process will also include submittal of the Annual Solid Waste Survey to DCA, and submittal of the Short-Term Work Program progress report to the DCA every 5 years.

The programs defined in this section include specific actions that have been identified to help the City reach the statewide waste disposal reduction goal. This section also addresses the specific administrative responsibilities, contractual arrangements, and budget necessary to implement the Plan.

8.1 Implementation Strategy

Specific programs were defined in each Plan element that address the needs and goals identified in the waste reduction, collection, disposal, land limitation, and education and public involvement sections of this report. Table 8-1, at the end of this section, shows the implementation schedule and associated costs for each existing program that is already in place, and each new program suggested in this Comprehensive SWMP. It should be noted that the costs in Table 8-1 are estimated, and that it is difficult to accurately project future costs.

This implementation strategy includes some programs that will be implemented immediately, along with some programs that will be conducted over time to plan for the long-term waste disposal needs of the City. No major infrastructure projects are proposed at this time; however, several feasibility studies are recommended to ensure that proper planning can occur over the long term. Many of the new programs (such as the disposal technologies) are only evaluation and feasibility studies, and are not a commitment by the City to the actual implementation of the program (e.g., construction of a solid waste handling facility).

Table 8-1 summarizes each of the activities and programs, listed by corresponding section of the Plan (i.e., Waste Reduction Element, Collection Element, Disposal Element, Land Limitation Element, and Education and Public Involvement Element). Each activity is followed by a series of columns – 2005 through 2014 – indicating the target year for implementation of that activity. The third column identifies the party or City department responsible for implementing the program or activity. The fourth column provides the estimated annual cost of maintenance and operations per year for each activity, and the final column lists recommended funding sources for each program. Each program is also categorized as existing or new. Several of the existing programs will be continued for the planning period (e.g., Christmas Tree Recycling), and several of the existing programs will be improved upon and enhanced (e.g., Drop-Off Centers). These enhanced existing programs are listed under the new programs section, because they will be expanded or improved upon for the planning period.

8.2 Financing Mechanisms

The City has a variety of funding mechanisms that can be used to support solid waste management programs. Most of the programs described in this plan will be funded primarily by service charges or General Obligation bonds. Currently, the landfill post-closure work is being funded through the use of General Obligation bonds. The financing mechanisms for each of the proposed programs will be updated during the City's annual update of the Comprehensive SWMP. Any new programs and funding sources established over the 10-year period will be added to the Plan and reported to the State in the Short-Term Work Plan.

The City's current solid waste management system is funded through a variety of sources, including:

- **General Fund** – Financing for the collection of solid waste is from the local government's general fund. The general fund revenues are collected in the general property tax.
- **Enterprise Fund** – The main operating fund for SWS is the collection of solid waste services bills.
- **User Fees** – User fees are charged to the solid waste customer or resident to reflect the total amount of revenue spent for providing solid waste services. User fees distribute the cost of providing solid waste management among customers and residents on a proportional basis.
- **Local Option Sales Tax** – This sales and use tax is a joint county and municipality venture, levied at the rate of one percent. All counties may participate, but municipalities must qualify in order to impose the tax.
- **Special Purpose Tax** – In 1985, Georgia law authorized a special purpose tax, which enables counties to raise funds to finance a single-purpose facility. Maximum duration for the tax is 5 years.

-
- **General Obligation Bonds** – The issuing municipality guarantees General Obligation Bonds with its credit, based on its ability to levy taxable real property to pay the principal and interest on the bonds. The authorization to issue these bonds requires a referendum. The bonds can be paid for with user fees.
 - **Revenue Bonds** – Revenue Bonds guarantee the payment by pledging the net revenue from the project. Revenue Bonds require the technical and economic analysis of the project to be financed.
 - **Current Revenue Capital Financing** – This method is generated by surplus capital and is typically used to finance collection vehicles and landfill disposal systems.

Alternative funding sources might include:

- **Tax Incentives** – The City of Atlanta could use tax-based financial incentives to encourage increased recycling and source reduction in the commercial and industrial sectors. Tax incentives for waste reduction and recycling activities generally include investment tax credits, sales tax exemptions, and property tax exemptions.
- **Host Fees** – Host fees are charges levied for use of a solid waste handling facility, such as a landfill or transfer station. Solid waste handling facilities charge host fees to surrounding municipalities that use their facility.

8.3 Updating the Plan

The City's process for updating this Comprehensive SWMP will include annual reviews of this Plan, submittal of the Annual Solid Waste Survey to the State, and submittal of the Short-Term Work Program progress report to the State every 5 years. After 5 years, the entire Plan will be revisited and updated if necessary. Any substantive modifications to the Plan will be coordinated and incorporated into the CDP during the next CDP update.

Some of the proposed solid waste management programs in this Plan extend past the 10-year planning period of this Plan and, therefore, will be reevaluated periodically to ensure that they are accurate and reflect the current conditions within the City. The City also understands that solid waste management is an evolving process; therefore, the City reserves the right to make any necessary changes or amendments to the Plan.

Since the adoption of the City's Solid Waste Ordinance in 2004, a series of additional issues have been raised regarding solid waste management. As a result, the Solid Waste Ordinance will be re-evaluated to address the following issues:

- **Tires** – The City will consider updating the Solid Waste Ordinance to more directly address the issue of tire removal. The Ordinance would be updated to provide clear instruction on how and where to dispose or recycle tires.
- **Set-Out Limits** – The City will consider modifying the set-out limits currently required in the Solid Waste Ordinance. Along with education and enforcement, revised limits will be placed on the amount of solid waste, yard waste, and bulky waste that can be placed on the curb for collection.

-
- **Multi-Family Recycling** - The City will consider re-evaluating the Solid Waste Ordinance on multi-family recycling requirements. The City will evaluate the logistics of recycling collection at each multi-family unit on a case-by-case basis. The City will work with owners to balance recycling collection education and enforcement to ensure that waste reduction efforts are met at multi-family units.
 - **C&D Debris** - The City will evaluate the current ordinances, zoning, and building codes to determine whether modifications to include waste reduction of C&D waste can be implemented.
 - **Reporting Requirements** - The City will consider requiring all collectors of waste operating within the City limits to report commercial, multi-family, and C&D tonnage collected within the City and provide a yearly assurance of disposal capacity. This reporting requirement will help meet the State's requirement under O.C.G.A 12-8-31.1, and will also assist the City in tracking its progress towards meeting the State's waste reduction goal.

TABLE 8-1

City of Atlanta Comprehensive SWMP Implementation Plan

Note: In Operations Costs, K= thousands; MM = millions

Activity		Year To Be Implemented										Responsible Party	Estimated Operations Costs per Year	Funding Source
		2005	2006	2007	2008	2009	2010	2011	2012	2013	2014			
Section 2: Waste Disposal Stream Analysis														
2.0	Collect Better Data to Analyze and Manage Commercial and C&D Waste	X	X	X	X	X	X	X	X	X	X	SWS/Private	\$50 K	Solid Waste Reserve Fund (SWRF)
Section 3: Waste Reduction Element														
3.3	City of Atlanta Recycling Programs (includes recycling in City Buildings, recycled content procurement, and City auctions)	X	X	X	X	X	X	X	X	X	X	SWS/General Services	\$135 K	General Fund
3.3.1 & 3.5.3.1 & 4.3.1	Curbside Recycling Collection Program	X	X	X	X	X	X	X	X	X	X	SWS/Recycling Contractor	\$100 K	SWRF
3.3.3 & 3.6.3.2	Drop-Off Centers	X	X	X	X	X	X	X	X	X	X	SWS/Private	\$209 K	SWRF
3.3.8 & 3.5.3.3 & 4.3.2	City and Commercial Multi-Family Recycling	X	X	X	X	X	X	X	X	X	X	SWS/Private	\$750 K	SWRF
3.3.9 & 3.5.3.4 & 4.3.3	Commercial Business Recycling		X	X	X	X	X	X	X	X	X	SWS/Private	\$100 K	SWRF
3.3.11 & 3.5.3.7	Tire Recycling	X	X	X	X	X	X	X	X	X	X	SWS/Recycling Vendors	\$10 K	SWRF

TABLE 8-1

City of Atlanta Comprehensive SWMP Implementation Plan

Note: In Operations Costs, K= thousands; MM = millions

Activity		Year To Be Implemented										Responsible Party	Estimated Operations Costs per Year	Funding Source
		2005	2006	2007	2008	2009	2010	2011	2012	2013	2014			
3.3.12.1 & 4.4.1	Residential Yard Trimmings Curbside Collection Program (includes curbside residential, Christmas Tree and backyard composting)	X	X	X	X	X	X	X	X	X	X	SWS	\$4.8 MM	SWRF
3.3.13	White Goods Recycling	X	X	X	X	X	X	X	X	X	X	SWS	\$240 K	SWRF
3.5.1.1 & 3.5.3.10	Pay-As-You-Throw – Garbage and Yard Trimmings <i>Evaluate Program</i>		X	X	X	X						SWS	\$100 K	SWRF
3.5.1.1 & 3.5.3.10	Pay-As-You-Throw – Garbage and Yard Trimmings <i>Potentially Implement Pilot Program</i>						X	X	X	X	X	SWS	\$174 K	SWRF
3.5.1.3	Financial Incentives		X									SWS	\$70 K	SWRF
3.5.2.2	Metro-Atlanta Waste Exchange <i>Evaluate Program</i>	X	X									SWS	\$100 K	SWRF
3.5.2.2	Metro-Atlanta Waste Exchange <i>Potentially Sponsor and Implement</i>			X	X	X	X	X	X	X	X	SWS	\$74 K	SWRF
3.5.3.6	C&D Recycling		X	X	X	X	X	X	X	X	X	SWS/Private	\$100 K	SWRF

TABLE 8-1

City of Atlanta Comprehensive SWMP Implementation Plan

Note: In Operations Costs, K= thousands; MM = millions

Activity		Year To Be Implemented										Responsible Party	Estimated Operations Costs per Year	Funding Source
		2005	2006	2007	2008	2009	2010	2011	2012	2013	2014			
3.5.3.8 & 7.2.2.8	Conversion of Hartsfield Solid Waste Reduction Plant to Environmental Education Center and Park <i>Conduct Feasibility Study</i>		X	X								SWS/Dept. of Parks, Recreation, & Cultural Affairs/Dept. of Planning & Community Development	\$50 K	General Fund/ Grants
3.5.3.8 & 7.2.2.8	Conversion of Hartsfield Solid Waste Reduction Plant to Environmental Education Center and Park <i>Design and Implementation</i>				X	X	X	X	X	X	X	SWS/Dept. of Parks, Recreation, & Cultural Affairs/Dept. of Planning & Community Development	\$250 K	General Fund/ Grants
3.5.3.11	Amnesty Days and Household Hazardous Waste Events	X	X	X	X	X	X	X	X	X	X	SWS	\$150 K	SWRF
Section 4: Collection Element														
4.2.1.1	City of Atlanta Collection Operations	X	X	X	X	X	X	X	X	X	X	SWS	\$13.4 MM	SWRF
4.5.1	City-Owned Buildings and Facilities Collection	X	X	X	X	X	X	X	X	X	X	SWS	\$1.9 MM	SWRF
4.5.2	City Beautification and Common Good Services	X	X	X	X	X	X	X	X	X	X	SWS	\$6.2 MM	SWRF
4.8.1.1 & 4.8.3.2 & 7.2.2.1	Education and Compliance on Set-Out Limits for Solid Waste & Yard Trimmings	X	X	X	X	X	X	X	X	X	X	SWS	\$101 K	SWRF

TABLE 8-1

City of Atlanta Comprehensive SWMP Implementation Plan

Note: In Operations Costs, K= thousands; MM = millions

Activity		Year To Be Implemented										Responsible Party	Estimated Operations Costs per Year	Funding Source
		2005	2006	2007	2008	2009	2010	2011	2012	2013	2014			
4.8.1.2	Collection Productivity and Operational Efficiency	X	X	X								SWS	\$500 K	SWRF
4.2.1.2 & 4.8.1.3	Fleet Maintenance	X	X	X	X	X	X	X	X	X	X	SWS	\$8.7 MM	SWRF
4.8.1.4	Commercial Collection	X	X									SWS	\$275 K	SWRF
4.8.1.5	Improved Overall Route Balance		X									SWS	\$50 K	SWRF
4.8.3.1	Increased Frequency of Yard Trimmings Pickup	X	X									SWS	\$398 K	SWRF
4.6 & 4.8.5.1	Expand Illegal Dumping/ Littering Program	X	X	X	X	X	X	X	X	X	X	SWS	\$1.3 MM	SWRF
Section 5: Disposal Element														
5.1	Monitoring and Post-Closure Activities at Existing Landfills	X	X	X	X	X	X	X	X	X	X	SWS	\$1 MM	SWRF
5.1.1 & 5.1.2	Contracted Disposal to Landfills via Transfer Stations	X	X	X	X	X						SWS	\$7 MM	SWRF
5.2	Non-Incinerated Sludge Disposal to Landfills (includes catch basin trash, grit, rocks, gravel, etc.)	X	X	X	X	X	X	X	X	X	X	SWS	\$5 MM	SWRF
5.3	Continue Evaluating Innovative and Sustainable Disposal Technologies		X	X	X	X	X	X	X	X	X	SWS	\$50 K	SWRF
5.3.1.1	Mass Burn Combustion Conduct Feasibility Study		X									SWS	\$100 K	SWRF

TABLE 8-1

City of Atlanta Comprehensive SWMP Implementation Plan

Note: In Operations Costs, K= thousands; MM = millions

Activity		Year To Be Implemented										Responsible Party	Estimated Operations Costs per Year	Funding Source
		2005	2006	2007	2008	2009	2010	2011	2012	2013	2014			
5.3.1.2	Refuse-Derived Fuel <i>Conduct Feasibility Study</i>		X									SWS	\$100 K	SWRF
5.3.2	Regional Landfills <i>Conduct Feasibility Study</i>		X									SWS	\$100 K	SWRF
5.3.3	Use of Transfer Stations to Support Regional Disposal Facilities <i>Conduct Feasibility Study</i>		X									SWS	\$100 K	SWRF
5.3.4	Eco-Industrial Park <i>Conduct Feasibility Study</i>		X									SWS	\$100 K	SWRF
Section 6: Land Limitation Element														
6.1 & 6.2 & 6.4	Enforcement of Natural Environmental and Land Use Limitations and Other Regulatory Requirements for Solid Waste Facility Siting	X	X	X	X	X	X	X	X	X	X	SWS/Dept. of Planning and Community Development	Ongoing Admin. Costs	General Fund
6.3	Account for Disproportionate Environmental Impacts	X	X	X	X	X	X	X	X	X	X	SWS/Dept. of Planning and Community Development	Ongoing Admin. Costs	General Fund
6.5	Establish Consistency With Comprehensive SWMP	X	X	X	X	X	X	X	X	X	X	SWS/Dept. of Planning and Community Development	Ongoing Admin. Costs	General Fund
Section 7: Education and Public Involvement Element														
7.1.1	SWEET	X	X	X	X	X	X	X	X	X	X	SWS	\$800 K	SWRF
7.1.2	Trash Troopers	X	X	X	X	X	X	X	X	X	X	SWS	\$800 K	SWRF

TABLE 8-1

City of Atlanta Comprehensive SWMP Implementation Plan

Note: In Operations Costs, K= thousands; MM = millions

Activity		Year To Be Implemented										Responsible Party	Estimated Operations Costs per Year	Funding Source
		2005	2006	2007	2008	2009	2010	2011	2012	2013	2014			
7.2.1	Partnerships with Other Organizations (may include other City of Atlanta Departments, Keep Atlanta Beautiful, Community and Environmental Groups, Faith-Based Organizations, Public-Private Initiatives, Industry and Trade Organizations, Southface and Earthshare, EJRC at Clark Atlanta University, Georgia Institute of Technology	X	X	X	X	X	X	X	X	X	X	SWS	\$85 K	SWRF
7.2.2	Public Outreach Programs (may include Educational Source Reduction, Recycling and Education, Advisory Groups, Speaker's Bureau, Attendance at NPU and APAB Meetings, Customer Service Call Center, Recycling Coordinator and Staffing, Information and Public Awareness Campaign, School Programs, Community or Neighborhood Educational Programs	X	X	X	X	X	X	X	X	X	X	SWS	\$1.1 MM	SWRF

TABLE 8-1

City of Atlanta Comprehensive SWMP Implementation Plan

Note: In Operations Costs, K= thousands; MM = millions

Activity		Year To Be Implemented										Responsible Party	Estimated Operations Costs per Year	Funding Source
		2005	2006	2007	2008	2009	2010	2011	2012	2013	2014			
7.2.3	Educational Materials (may include Promote Reuse/Recovery, Waste Audits, and Waste Exchanges, Junk Mail Reduction, Don't Dispose – Donate, SWS Service Schedule Information Campaign, Newsletters, Factsheets and Handouts, Programs to Notify and Involve the Public	X	X	X	X	X	X	X	X	X	X	SWS	\$104 K	SWRF
Administrative Costs														
Overall SWS Administrative Costs		\$2M	\$2M	\$2M	\$2M	\$2M	\$2M	\$2M	\$2M	\$2M	\$2M	SWS	N/A	SWRF



This page intentionally left blank.